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15 May 1981

MEMORANDUM FOR: Deputy Director of Central Intelligence
Deputy Director for Operations
Associate Deputy Director for Operations Stein
Chief, International Activities Division, DDO
Chief, Special Operations Group, DDO

FROM: Director of Central Intelligence

SUBJECT: Agency's Paramilitary Role

1. Our meeting, week before last, on the state of paramilitary capabilities and the subsequent papers which [] prepared for me brought out the importance of developing promptly a clear-cut articulation of the Agency's paramilitary role, how it relates to Delta Force Green Berets and exactly what is needed to make the Agency capable of playing that role. []

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2. We need to spell out where, why and how a clandestine paramilitary role can be required with specific illustrations relating to the kind of political instabilities that exist in the world and the kind of incidents that can emerge. This effort would culminate in a statement of clandestine paramilitary doctrine. []

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3. Would you spell out how the kind of a force this role would call for would function, with regular military forces in some instances and on its own in others, together with the kind of relationships, training, etc., needed to prepare for the kind of eventualities that might call for this kind of cooperation. []

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4. As for building up the necessary capability in the Agency, I am prepared to implement a buildup of personnel quickly if a strong enough case can be made for the role. []

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5. I believe that building this case from the ground up is called for at this point because so many people around have forgotten where and how a clandestine paramilitary capability can be important. On the other hand,

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6. I would like to see the first discussion to outline this undertaking take place on Monday morning if enough of you can find the time. ☐

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William J. Casey

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